



# Changing Directions



***Actions Taken to Accomplish Significant Improvements***

**Jimaye H. Sones**



# Problem/Opportunity



- Defense Commissary Agency must operate all activities at levels that provide acceptable costs per unit of output.
- Further, DeCA must rely on enhanced technology and new processes to deliver greater savings, lower unit cost, and improve the service output to its patrons while maintaining reasonable assurance over its resources and assets.





# Elements For Success



- Planning Milestones:
  - Issue and Update
- Interdisciplinary Briefings, Plan Reviews
- Table Tops:
  - Leadership, Support Personnel
  - Plan, Procedure Familiarity
- Facility Walkthroughs
- Employee Information and Communication
- Maintenance: Surveillance, Testing, "Reworks"

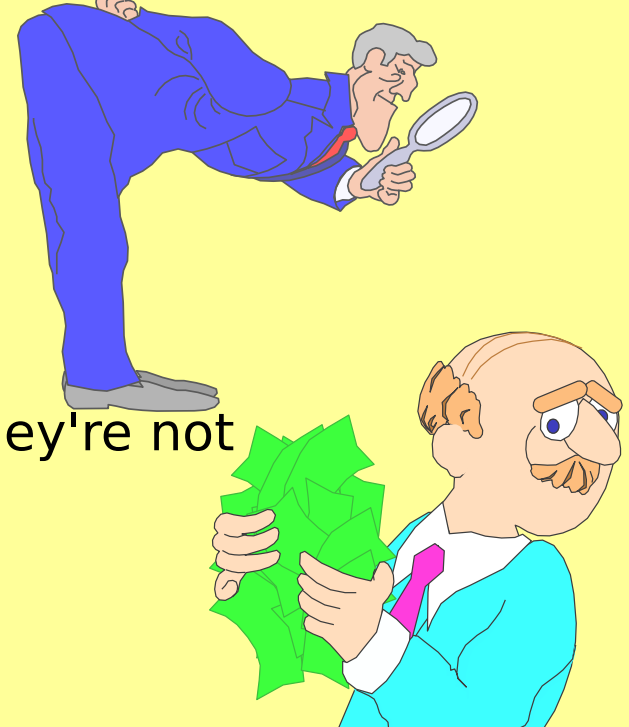




# Why Do Things Go Wrong?



- Lack of clarity of the purpose of the service
- Use of inappropriate standards and technical architecture
- Too high expectations
- Failure to monitor developments
- Thinking things are going fine when they're not





# Annual Federal Managers' Financial Integrity Act Report



October

November

January

May

July

September

November

Focal  
Points  
monitorin  
g and  
enforcing  
policy

Training  
program  
started  
  
Site visits,  
VTCs,  
conference  
s, briefings

Pilot  
training  
  
Progra  
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Manage  
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briefing  
s for  
Focal  
Points

Official  
call for  
letter of  
assurance  
to staff,  
regions,  
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process  
owners

Individual  
process  
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Forward  
DeCA's  
Statement  
of  
Assurance  
to OSD\*  
  
Final  
Statement  
of  
Assurance  
submitted  
to OSD \*

Annual  
Report (PAR)  
submitted  
by OSD to  
OMB, the  
President  
and  
Congress\*

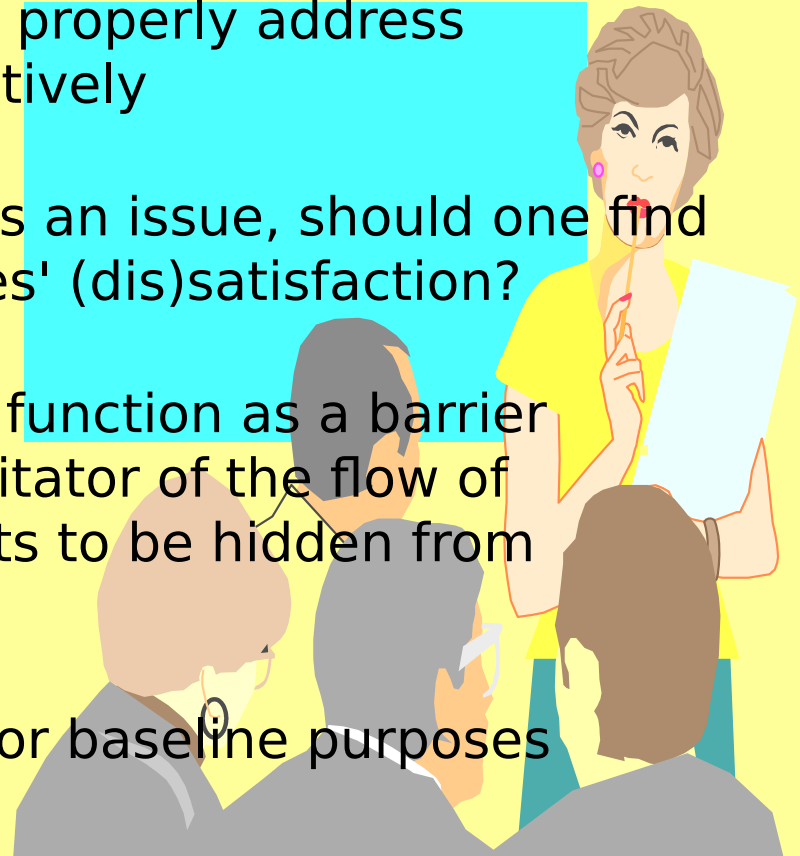
**Note: Asterisk indicates critical  
milestone**



# Insights Gained



- Reports may provide false hope to managers and employees
- Reports and research may not properly address management's concerns effectively
- Since organizational learning is an issue, should one find out how that affects employees' (dis)satisfaction?
- Report and data analysis may function as a barrier rather than an enabler or facilitator of the flow of information, causing the results to be hidden from senior leaders
- Records must be maintained for baseline purposes





# What We Learned



- **About Senior Leadership**
  - We needed to sell the program continuously
- **About Our Employees**
  - All have different ideas and everyone must be heard in order to work effectively
- **About the Program**
  - It's a needed requirement for sustainment
- **With Others**
  - Consensus is needed





# Leadership Goals



- Become Partners and Collaborators
- Become Visionaries and Change Agents
- Develop an Effectiveness Assessment Tool
- Convert Needs into Training, Plans, Policies, Tactics, Techniques, Procedures, Equipment, Supplies
- Institutionalize Lessons Learned
- Become Effective Communicators